

# **„Model of Competence”**

-

## **Example RWE Polska**

**International Research Conference – 24.06.2011 – Dortmund**

**Dr. Werner Wetekamp – CFO RWE Polska**



# Agenda

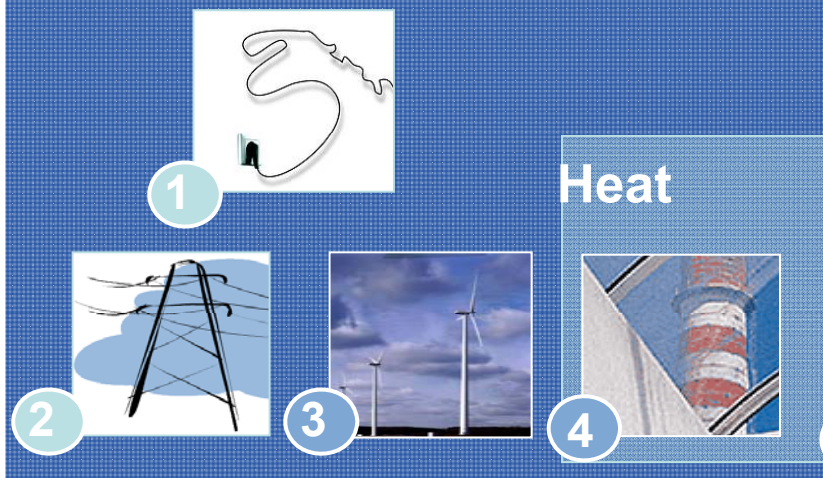
- > **The RWE Group in fiscal 2010**
- > **RWE companies in Poland**
- > **RWE Polska in fiscal 2010**
- > **RWE Model of competence**
  - leading business
  - leading people
  - leading change
  - leading self
- > **Related Processes to MoC**
- > **Conclusions from my experience**

## The RWE Group in fiscal 2010

<b>We generate</b>	€ 53 billion in revenue.
<b>We employ</b>	over 70,000 employees.
<b>We produce</b>	over 3 billion cubic metres of gas and
<b>We generate</b>	225,3 billion kilowatt-hours of electricity.
<b>We sell</b>	311,2 billion kilowatt-hours of electricity and 395,4 billion kilowatt-hours of gas.
<b>We supply</b>	over 16 million electricity and about 8 million gas customers.
<b>We have</b>	about 260,000 shareholders

# RWE companies in Poland

## Electricity

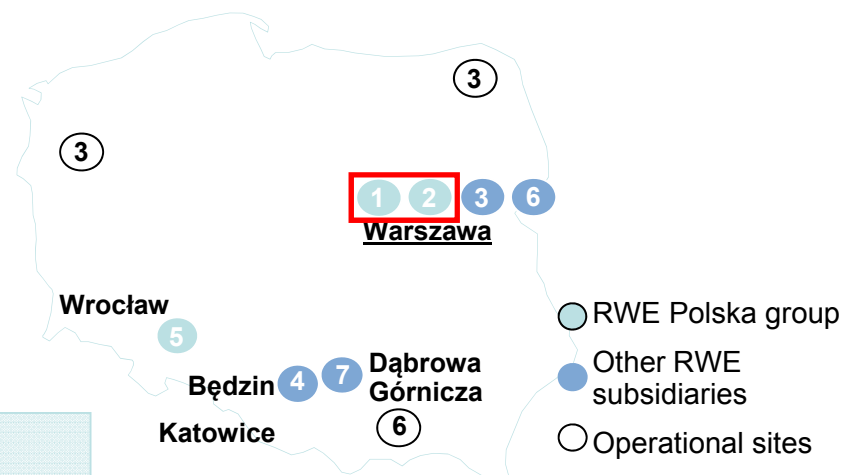


## Heat



## Energy services

- 1 RWE Polska S.A.
- 2 RWE Stoen Operator Sp. z o.o.
- 3 RWE Renewables Polska Sp. z o.o.
- 4 EC Będzin S.A.
- 5 RWE Polska Contracting Sp. z o.o.
- 6 RWE Dea AG, branch in Poland
- 7 PWiK Sp. z o.o. , Dąbrowa Górnicza



## Exploration Gas / Oil



## Water / Waste water

# The RWE Polska in fiscal 2010

## **Origin**

Formerly state-owned (STOEN), privatized in 2002

RWE Polska and RWE Stoen Operator separated in 2007 due to unbundling requirements

## **Field of operations**

DSO and main sales operations focused on Warsaw

Over 912 000 clients

## **Numbers 2010**

EBITA EUR 68,8 M, Sales revenue EUR 635 M

Electricity sales to final customers 7 540 GWh, ca. 6% Polish market share

## **Employees**

Over 600 employees at RWE Polska, ca. 590 employees at RWE Stoen Operator

# **The RWE – Model of Competence (MoC) \***

## **is based on 4 pillars beside the functional skills and expertise**

### **LEADING BUISNESS**

- Demonstrate Commercial Judgement
- Turn Strategy into Results

### **LEADING PEOPLE**

- Engage People
- Build Effective Teams
- Develop People

### **LEADING CHANGE**

- Innovate
- Make Change Happen

### **LEADING SELF**

- Take Personal Responsibility
- Show Passion and Drive
- Learn and Grow

\* All rights are reserved: further usage of this model not allowed or in agreement with RWE

# LEADING BUISNESS

## **Demonstrate Commercial Judgement**

- Looks externally to identify market trends, competitor activity and opportunities for the business
- Understands current and future customer requirements and acts to respond
- Takes a long term view when evaluating courses of action
- Evaluates the costs and benefits of commercial opportunities
- Understands the RWE value chain and acts in line with the wider Group

## **Turn Strategy into Results**

- Makes decisions, commits to action and „just does it“
- Has the courage to lead even in times of uncertainty
- Takes action with a realistic view of the level of risks
- Translates strategy into specific objectives for own area
- Organises and utilises resources efficiently to achieve objectives
- Delivers on objectives and meets targets

# LEADING PEOPLE

## **Engage People**

- Builds effective and trusting working relationships with others
- Presents persuasive and convincing arguments, influencing key stakeholders
- Behaves and communicates in a way that inspires and motivates others
- Listens to and shows empathy for others, adapting own behaviour accordingly
- Values and respects others, including those with different perspectives and backgrounds

## **Build effective Teams**

- Maintains an overview of team performance, tracking progress to ensure the delivery of results
- Shares information and promotes cooperation within the team
- Makes good use of the team's diversity and strengths to achieve team success
- Seeks to involve team members in making decisions and creating plans

## **Develop People**

- Gives feedback on behaviour and performance, highlighting strengths and development needs
- Coaches others to develop new skills and improve performance
- Delegates responsibilities to others, giving them the space to take the lead
- Supports others in trying things for the first time, accepting that mistakes provide good learning
- Matches people to the right positions, developing their potential



# LEADING CHANGES

## **Innovate**

- Thinks outside the own functional area and is open to new ideas and initiatives
- Thinks creatively to find new ways generating value for the business
- Shows flexibility in responding to and taking advantage of changing circumstances
- Encourages others to come up with new ideas and approaches
- Fosters an environment in which innovation and creativity is supported and promoted

## **Make Change happen**

- Communicates change objectives, benefits and process early and repeatedly
- Involves people in change to build ownership and engagement
- Creates a sense of urgency to act, maintaining momentum until change objectives are achieved
- Initiates and implements change to improve working practices and approaches

# LEADING SELF

## **Take Personal Responsibility**

- Is a role model of the behaviours and values expected by the organization
- Demonstrates personal integrity in day to day behaviour
- Behaves with consistency living up to commitments and establishes trust
- Promotes ethical considerations, challenging inappropriate practices or behaviour
- Prioritises and role models health and safety in the workplace

## **Show Passion & drive**

- Persists even in the face of obstacles
- Shows personal resilience and remains positive when faced with setbacks
- Demonstrates a high energy level and drive towards the accomplishment of tasks
- Conveys optimism and enthusiasm towards the business and its goals

## **Learn & grow**

- Shows strong personal insight into own strengths, development priorities and motivations
- Seeks out and acts on feedback from others
- Recognises the essentials and has the ability to handle complexity
- Quickly assimilates new information and applies it
- Approaches new situations with curiosity and open-mindedness
- Takes challenges and risks to create opportunities to learn

## **Based on the MoC an Intranet-based process is introduced**

1. Evaluation of each Manager according to the MoC by his peers, bosses, subordinates (360°)
2. Based on this we give a recommendation for the future development (horizontal, vertical, non)
3. The results are discussed (and if needed adjusted) in a panel discussion in the responsible board
4. Based on the evaluation together with concrete business targets we set targets for the new year and evaluate the target achievement of the previous year
5. All this is communicated to the Manager in a feedback session by the superior - there is also a link to salary (increases, incentives,...)
6. A development plan will be agreed between superior, manager and HR

# Conclusions from my experience

- >A Master is needed on higher positions**
- >The further development of a diploma holder is based to a greater extent on soft skills than on expert knowledge**
- >Languages are a must**
- >Leadership is not a subject of the studies, but on higher level it accounts for 80% of the work**
- >Studies should focus on teambuilding “as well” as on leadership, entrepreneurial competences, target orientation, willingness for changes**



- 10 years ago I thought the result of my work depends on me – now I understand that my team is the key to success – don't do your work as a manager on your own but create a wonderful team and delegate**
- HR-Boss of a RWE Company: “Observe fresh people from university with the same marks in their Master/Bachelor for the next 10 years and you will see: development depends almost only on soft skills.”**